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1668-76

22 October 1976

MEMORANDUM FOR: [redacted] 25X1
Director, Office of Policy and Planning
IC Staff

FROM : [redacted] 25X1
Executive Officer, National Intelligence

SUBJECT : IC Staff Comments of Draft KIQs for FY 77

1. The NIOs have considered your comments and have changed the KIQs as follows (amended copy attached):

a. The Introduction. We do not see that the new concept of the KIQs emphasizes economies of operation, and we consider any claim for management efficiencies arguable. In the interest of further defining the new concept, we are, nevertheless, willing to add instead: "Thus, the KIQs are a managerial device for focusing attention and increased effort on a small number of issues without altering the broader set of intelligence priorities."

As for the role of the IC Staff in the formulation of strategy reports, we believe your suggested use of the word collaboration overstates what you have in mind and could be misinterpreted. We have thus amended paragraph three to read: "The National Intelligence Officers, in collaboration with representatives of the NFIB agencies and with the advice of the Intelligence Community Staff and others as appropriate, will produce KIQ strategy reports aimed at developing special collection and analytical strategies to enhance the information gain and improve the analyses in each KIQ area of concern.

"The performance of the Intelligence Community on the KIQs will be evaluated by the appropriate NIO to assess the effectiveness of the actions taken. These evaluations will be undertaken as part of a regular Intelligence

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Community Staff program which assesses the timeliness and quality of the intelligence products in terms of the requirements of major users."

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2. If you are content with our decisions, please forward the KIQ paper to the DCI for approval and recommend that he refer it to NFIB for comment.

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Attachment
KIQs for FY 77

[redacted] (22 Oct 76) 25X1

Distribution:

Original - Addressee
1 - D/DCI/NI
1 - EO/DCI/NI Chrono
1 - File: KIQs
1 - RI
1 - A/EO/DCI/NI

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KEY INTELLIGENCE QUESTIONS FOR FY 1977

INTRODUCTION

The Key Intelligence Questions for Fiscal Year 1977, issued by the Director of Central Intelligence pursuant to his responsibilities in Executive Order 11905, represent a departure from past practice dictated by experience. The new list is short and highly selective, the questions having been chosen not only because they are important to national consumers, but also because a real need for action by the Intelligence Community exists and because action seems likely to produce results. The KIQs represent the DCI's guidance to all Intelligence Community collection and production managers on these selected subjects.

The Key Intelligence Questions continue to be formulated by the National Intelligence Officers. The primary purpose of the KIQs is to improve intelligence production and collection by providing a highly selective list of current, critical questions for a period of special operational attention. The purposeful limitation on the number of questions and their high degree of focus required that difficult choices had to be made from the many current high priority areas and questions. This meant that certain issues or problems, although very important, have been excluded. If a problem were considered likely to pass before a strategy for solving it could be devised, it was excluded. Also excluded were key problems of a critical nature which currently receive substantial and ongoing attention and which were not considered to require or lend themselves to Community action beyond that already underway. Examples are SAL and verification, as well as individual current weapon systems. Thus, the KIQs are a managerial device for focusing attention and increased effort on a small number of issues without altering the broader set of intelligence priorities.

The National Intelligence Officers, in collaboration with representatives of the NFIB agencies and with the advice of the Intelligence Community Staff and others as appropriate, will produce KIQ strategy reports aimed at developing special collection and analytical strategies to enhance the information gain and improve the analyses in each KIQ area of concern.

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The performance of the Intelligence Community on the KIQs will be evaluated by the appropriate NIO to assess the effectiveness of the actions taken. These evaluations will be undertaken as part of a regular Intelligence Community Staff program which assesses the timeliness and quality of the intelligence products in terms of the requirements of major users.

The KIQs and their performance evaluations cannot provide systematic inputs for resource allocation decisions by program managers due to their limited number, specificity, and emphasis on current operations. However, they can provide valuable insights for programming and planning. It is important to note that the KIQs do not derive their priorities from those appearing in the attachment to DCID 1/2, "U.S. Foreign Intelligence Priorities for Fiscal Years 1979-1983." Broad national intelligence planning priorities are based on a perspective of the foreign environment for the planning period and not on current operational needs.

Additions, deletions, or modifications to the Key Intelligence Questions may be issued from time to time during FY 77, depending on major changes in the international situation or if the foreign intelligence environment should dictate. The order in which the FY 77 questions are listed should not be regarded as implying an internal priority: by definition all the Key Intelligence Questions are of major importance, and are singled out for special operational attention.

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